

		FOR OHF USE					

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**2002**  
**STATE OF ILLINOIS**  
**DEPARTMENT OF PUBLIC AID**  
**FINANCIAL AND STATISTICAL REPORT FOR**  
**LONG-TERM CARE FACILITIES**  
**(FISCAL YEAR 2002)**

IMPORTANT NOTICE  
 THIS AGENCY IS REQUESTING DISCLOSURE OF INFORMATION  
 THAT IS NECESSARY TO ACCOMPLISH THE STATUTORY  
 PURPOSE AS OUTLINED IN 210 ILCS 45/3-208. DISCLOSURE  
 OF THIS INFORMATION IS MANDATORY. FAILURE TO PROVIDE  
 ANY INFORMATION ON OR BEFORE THE DUE DATE WILL  
 RESULT IN CESSATION OF PROGRAM PAYMENTS. THIS FORM  
 HAS BEEN APPROVED BY THE FORMS MANAGEMENT CENTER.

<b>I. IDPH Facility ID Number:</b> <u>0038356</u>		<b>II. CERTIFICATION BY AUTHORIZED FACILITY OFFICER</b>	
<b>Facility Name:</b> <u>Heritage Manor-Mendota</u>		<b>I have examined the contents of the accompanying report to the State of Illinois, for the period from <u>1/01/2002</u> to <u>12/31/2002</u> and certify to the best of my knowledge and belief that the said contents are true, accurate and complete statements in accordance with applicable instructions. Declaration of preparer (other than provider) is based on all information of which preparer has any knowledge.</b>	
<b>Address:</b> <u>1201 E. MAIN STREET</u> <u>Mendota</u> <u>61701</u> Number City Zip Code		<b>Intentional misrepresentation or falsification of any information in this cost report may be punishable by fine and/or imprisonment.</b>	
<b>County:</b> <u>LaSalle</u>		<b>Officer or Administrator of Provider</b> (Signed) _____ (Date) _____	
<b>Telephone Number:</b> <u>( 815 ) 539-6745</u> <b>Fax #</b> ( ) _____		(Type or Print Name) <u>CRAIG L. ATER</u>	
<b>IDPA ID Number:</b> <u>370909086005</u>		(Title) <u>Senior Vice President -- Finance</u>	
<b>Date of Initial License for Current Owners:</b> <u>1980</u>		<b>Paid Preparer</b> (Signed) _____ (Date) _____	
<b>Type of Ownership:</b>		(Print Name and Title) _____	
<input type="checkbox"/> VOLUNTARY, NON-PROFIT <input checked="" type="checkbox"/> PROPRIETARY <input type="checkbox"/> GOVERNMENTAL		(Firm Name & Address) _____	
<input type="checkbox"/> Charitable Corp. <input type="checkbox"/> Individual <input type="checkbox"/> State		(Telephone) <u>( 309 ) 823-7135</u> <b>Fax #</b> ( ) _____	
<input type="checkbox"/> Trust <input type="checkbox"/> Partnership <input type="checkbox"/> County		<b>MAIL TO: OFFICE OF HEALTH FINANCE</b>	
<b>IRS Exemption Code</b> _____ <input checked="" type="checkbox"/> "Sub-S" Corp. <input type="checkbox"/> Other _____		<b>ILLINOIS DEPARTMENT OF PUBLIC AID</b>	
<b>In the event there are further questions about this report, please contact:</b>		<b>201 S. Grand Avenue East</b>	
<b>Name:</b> <u>CRAIG L. ATER</u> <b>Telephone Number:</b> ( ) _____		<b>Springfield, IL 62763-0001</b>	
		<b>Phone # (217) 782-1630</b>	

## STATE OF ILLINOIS

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Facility Name & ID Number Heritage Manor-Mendota# 0038356 Report Period Beginning: 1/01/2002 Ending: 12/31/2002

## III. STATISTICAL DATA

A. Licensure/certification level(s) of care; enter number of beds/bed days,  
(must agree with license). Date of change in licensed beds \_\_\_\_\_

	1	2	3	4	
	Beds at Beginning of Report Period	Licensure Level of Care	Beds at End of Report Period	Licensed Bed Days During Report Period	
1	<u>99</u>	Skilled (SNF)	<u>99</u>	<u>36,135</u>	1
2		Skilled Pediatric (SNF/PED)			2
3	<u>0</u>	Intermediate (ICF)	<u>0</u>	<u>0</u>	3
4		Intermediate/DD			4
5	<u>0</u>	Sheltered Care (SC)	<u>0</u>	<u>0</u>	5
6		ICF/DD 16 or Less			6
7	<u>99</u>	TOTALS	<u>99</u>	<u>36,135</u>	7

## B. Census-For the entire report period.

	1	2	3	4	5	
	Level of Care	Patient Days by Level of Care and Primary Source of Payment				
		Public Aid Recipient	Private Pay	Other	Total	
8	SNF	<u>21,487</u>	<u>8,024</u>	<u>2,150</u>	<u>31,661</u>	8
9	SNF/PED			<u>0</u>		9
10	ICF					10
11	ICF/DD					11
12	SC	<u>0</u>	<u>0</u>	<u>0</u>		12
13	DD 16 OR LESS					13
14	TOTALS	<u>21,487</u>	<u>8,024</u>	<u>2,150</u>	<u>31,661</u>	14

C. Percent Occupancy. (Column 5, line 14 divided by total licensed  
bed days on line 7, column 4.) 87.62%

D. How many bed-hold days during this year were paid by Public Aid?

0 (Do not include bed-hold days in Section B.)E. List all services provided by your facility for non-patients.  
(E.g., day care, "meals on wheels", outpatient therapy)NONEF. Does the facility maintain a daily midnight census? YESG. Do pages 3 & 4 include expenses for services or  
investments not directly related to patient care?YES ☐ NO ☒

H. Does the BALANCE SHEET (page 17) reflect any non-care assets?

YES ☐ NO ☒

I. On what date did you start providing long term care at this location?

Date started 1980

J. Was the facility purchased or leased after January 1, 1978?

YES ☐ Date 1980 NO ☒

K. Was the facility certified for Medicare during the reporting year?

YES ☐ NO ☒ If YES, enter number  
of beds certified \_\_\_\_\_ and days of care provided 2,150

Medicare Intermediary \_\_\_\_\_

## IV. ACCOUNTING BASIS

ACCRUAL ☒ MODIFIED  
CASH\* ☐ CASH\* ☐Is your fiscal year identical to your tax year? YES ☒ NO ☐

Tax Year: \_\_\_\_\_ Fiscal Year: \_\_\_\_\_

\* All facilities other than governmental must report on the accrual basis.

## STATE OF ILLINOIS

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Facility Name &amp; ID Number Heritage Manor-Mendota

# 0038356

Report Period Beginning: 1/01/2002

Ending: 12/31/2002

**V. COST CENTER EXPENSES (throughout the report, please round to the nearest dollar)**

	Operating Expenses	Costs Per General Ledger				Reclass-ification 5	Reclassified Total 6	Adjust-ments 7	Adjusted Total 8	FOR OHF USE ONLY	
		Salary/Wage 1	Supplies 2	Other 3	Total 4					9	10
	<b>A. General Services</b>										
1	Dietary	168,030	15,420		183,450		183,450	3,392	186,842		1
2	Food Purchase		122,617		122,617		122,617	(857)	121,760		2
3	Housekeeping	73,353	16,057		89,410		89,410		89,410		3
4	Laundry	46,832	13,696		60,528		60,528		60,528		4
5	Heat and Other Utilities			73,292	73,292		73,292	1,055	74,347		5
6	Maintenance	59,377	27,934	29,755	117,066		117,066	9,128	126,194		6
7	Other (specify):*										7
8	<b>TOTAL General Services</b>	347,592	195,724	103,047	646,363		646,363	12,718	659,081		8
	<b>B. Health Care and Programs</b>										
9	Medical Director			9,100	9,100		9,100		9,100		9
10	Nursing and Medical Records	1,162,357	81,538	239,505	1,483,400		1,483,400		1,483,400		10
10a	Therapy		153,859	156,146	310,005	(316,212)	(6,207)	149,309	143,102		10a
11	Activities	80,483	4,989		85,472		85,472		85,472		11
12	Social Services	54,972	63	5,619	60,654		60,654		60,654		12
13	Nurse Aide Training	3,640	(38)		3,602		3,602	1,886	5,488		13
14	Program Transportation										14
15	Other (specify):*										15
16	<b>TOTAL Health Care and Programs</b>	1,301,452	240,411	410,370	1,952,233	(316,212)	1,636,021	151,195	1,787,216		16
	<b>C. General Administration</b>										
17	Administrative	64,890			64,890		64,890	87,665	152,555		17
18	Directors Fees							4,653	4,653		18
19	Professional Services			247,048	247,048		247,048	(238,288)	8,760		19
20	Dues, Fees, Subscriptions & Promotions			92,363	92,363	(54,203)	38,160	(15,672)	22,488		20
21	Clerical & General Office Expenses	130,816	5,159	20,367	156,342		156,342	184,393	340,735		21
22	Employee Benefits & Payroll Taxes			353,069	353,069		353,069	24,112	377,181		22
23	Inservice Training & Education			1,020	1,020		1,020	757	1,777		23
24	Travel and Seminar			14,140	14,140		14,140	(12,141)	1,999		24
25	Other Admin. Staff Transportation										25
26	Insurance-Prop.Liab.Malpractice			35,829	35,829		35,829	1,776	37,605		26
27	Other (specify):*			19,184	19,184		19,184	(19,184)			27
28	<b>TOTAL General Administration</b>	195,706	5,159	783,020	983,885	(54,203)	929,682	18,071	947,753		28
29	<b>TOTAL Operating Expense (sum of lines 8, 16 &amp; 28)</b>	1,844,750	441,294	1,296,437	3,582,481	(370,415)	3,212,066	181,984	3,394,050		29

\*Attach a schedule if more than one type of cost is included on this line, or if the total exceeds \$1000.

NOTE: Include a separate schedule detailing the reclassifications made in column 5. Be sure to include a detailed explanation of each reclassification.

## STATE OF ILLINOIS

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Facility Name & ID Number Heritage Manor-Mendota

#0038356

Report Period Beginning:

1/01/2002

Ending:

12/31/2002

## V. COST CENTER EXPENSES (continued)

	Capital Expense	Cost Per General Ledger				Reclass- ification 5	Reclassified Total 6	Adjust- ments 7	Adjusted Total 8	FOR OHF USE ONLY		
		Salary/Wage 1	Supplies 2	Other 3	Total 4					9	10	
	<b>D. Ownership</b>											
30	Depreciation			117,635	117,635		117,635	32,637	150,272			30
31	Amortization of Pre-Op. & Org.											31
32	Interest			97,345	97,345		97,345	175	97,520			32
33	Real Estate Taxes			24,907	24,907		24,907		24,907			33
34	Rent-Facility & Grounds							6,247	6,247			34
35	Rent-Equipment & Vehicles			2,949	2,949		2,949	13,159	16,108			35
36	Other (specify):*											36
37	<b>TOTAL Ownership</b>			242,836	242,836		242,836	52,218	295,054			37
	<b>Ancillary Expense</b>											
	<b>E. Special Cost Centers</b>											
38	Medically Necessary Transportation											38
39	Ancillary Service Centers					316,212	316,212		316,212			39
40	Barber and Beauty Shops		271	6,724	6,995		6,995		6,995			40
41	Coffee and Gift Shops											41
42	Provider Participation Fee					54,203	54,203		54,203			42
43	Other (specify):*											43
44	<b>TOTAL Special Cost Centers</b>		271	6,724	6,995	370,415	377,410		377,410			44
45	<b>GRAND TOTAL COST</b> (sum of lines 29, 37 & 44)	1,844,750	441,565	1,545,997	3,832,312		3,832,312	234,202	4,066,514			45

\*Attach a schedule if more than one type of cost is included on this line, or if the total exceeds \$1000.

## STATE OF ILLINOIS

Page 5

Facility Name &amp; ID Number Heritage Manor-Mendota

# 0038356

Report Period Beginning:

1/01/2002

Ending:

12/31/2002

## VI. ADJUSTMENT DETAIL

A. The expenses indicated below are non-allowable and should be adjusted out of Schedule V, pages 3 or 4 via column 7.

In column 2 below, reference the line on which the particular cost was included. (See instructions.)

	NON-ALLOWABLE EXPENSES	1 Amount	2 Refer- ence	3 OHF USE ONLY	
1	Day Care	\$		\$	1
2	Other Care for Outpatients				2
3	Governmental Sponsored Special Programs				3
4	Non-Patient Meals				4
5	Telephone, TV & Radio in Resident Rooms		35		5
6	Rented Facility Space	(406)	34		6
7	Sale of Supplies to Non-Patients				7
8	Laundry for Non-Patients				8
9	Non-Straightline Depreciation	23,974	30		9
10	Interest and Other Investment Income	(42)	32		10
11	Discounts, Allowances, Rebates & Refunds				11
12	Non-Working Officer's or Owner's Salary				12
13	Sales Tax	(857)	2		13
14	Non-Care Related Interest		32		14
15	Non-Care Related Owner's Transactions		33		15
16	Personal Expenses (Including Transportation)		24		16
17	Non-Care Related Fees	(1,440)	20		17
18	Fines and Penalties	(4,550)	27		18
19	Entertainment	(18,033)	24		19
20	Contributions	(200)	27		20
21	Owner or Key-Man Insurance				21
22	Special Legal Fees & Legal Retainers	(10,746)	19		22
23	Malpractice Insurance for Individuals				23
24	Bad Debt	(14,434)	27		24
25	Fund Raising, Advertising and Promotional	(17,840)	20		25
26	Income Taxes and Illinois Personal Property Replacement Tax				26
27	Nurse Aide Training for Non-Employees				27
28	Yellow Page Advertising				28
29	Other-Attach Schedule Real estate taxes		33		29
30	SUBTOTAL (A): (Sum of lines 1-29)	\$ (44,574)		\$	30

OHF USE ONLY						
48		49	50	51	52	

B. If there are expenses experienced by the facility which do not appear in the general ledger, they should be entered below.(See instructions.)

		1 Amount	2 Reference	
31	Non-Paid Workers-Attach Schedule*	\$		31
32	Donated Goods-Attach Schedule*			32
	Amortization of Organization &			
33	Pre-Operating Expense			33
	Adjustments for Related Organization			
34	Costs (Schedule VII)	278,776		34
35	Other- Attach Schedule			35
36	SUBTOTAL (B): (sum of lines 31-35)	\$ 278,776		36
	(sum of SUBTOTALS			
37	TOTAL ADJUSTMENTS (A) and (B) )	\$ 234,202		37

\*These costs are only allowable if they are necessary to meet minimum licensing standards. Attach a schedule detailing the items included on these lines.

C. Are the following expenses included in Sections A to D of pages 3 and 4? If so, they should be reclassified into Section E. Please reference the line on which they appear before reclassification. (See instructions.)

		1 Yes	2 No	3 Amount	4 Reference	
38	Medically Necessary Transport.			\$		38
39						39
40	Gift and Coffee Shops					40
41	Barber and Beauty Shops					41
42	Laboratory and Radiology					42
43	Prescription Drugs					43
44	Exceptional Care Program					44
45	Other-Attach Schedule					45
46	Other-Attach Schedule					46
47	TOTAL (C): (sum of lines 38-46)			\$		47

Heritage Manor-Mendota

ID# 0038356

Report Period Beginning: 1/01/2002

Ending: 12/31/2002

NON-ALLOWABLE EXPENSES		Amount	Sch. V Line Reference
1	\$	0	0
2		0	0
3		0	0
4		0	0
5		0	35
6		(406)	34
7		0	
8		0	
9		23,974	30
10			32
11		0	
12		0	
13		(857)	2
14		0	32
15		0	33
16		0	24
17		(1,440)	20
18		(4,550)	27
19			24
20		(200)	27
21		0	
22		(10,746)	19
23		0	
24		(14,434)	27
25		(17,840)	20
26		0	0
27		0	0
28		0	0
29		0	0
30		0	0
31		0	0
32			
33		0	33
34			
35			
36			
37			
38			
39			
40			
41			
42			
43			
44			
45			
46			
47			
48			
49	Total	(26,499)	

## STATE OF ILLINOIS

Summary A

Facility Name &amp; ID Number Heritage Manor-Mendota

# 0038356

Report Period Beginning:

1/01/2002

Ending:

12/31/2002

## SUMMARY OF PAGES 5, 5A, 6, 6A, 6B, 6C, 6D, 6E, 6F, 6G, 6H AND 6I

	Operating Expenses	PAGES 5 & 5A	PAGE 6	PAGE 6A	PAGE 6B	PAGE 6C	PAGE 6D	PAGE 6E	PAGE 6F	PAGE 6G	PAGE 6H	PAGE 6I	SUMMARY TOTALS (to Sch V, col.7)	
	<b>A. General Services</b>													
1	Dietary	0	0	3,392	0	0	0	0	0	0	0	0	3,392	1
2	Food Purchase	(857)	0	0	0	0	0	0	0	0	0	0	(857)	2
3	Housekeeping	0	0	0	0	0	0	0	0	0	0	0	0	3
4	Laundry	0	0	0	0	0	0	0	0	0	0	0	0	4
5	Heat and Other Utilities	0	0	1,055	0	0	0	0	0	0	0	0	1,055	5
6	Maintenance	0	0	9,128	0	0	0	0	0	0	0	0	9,128	6
7	Other (specify):*	0	0	0	0	0	0	0	0	0	0	0	0	7
8	<b>TOTAL General Services</b>	<b>(857)</b>	<b>0</b>	<b>13,575</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,718</b>	<b>8</b>
	<b>B. Health Care and Programs</b>													
9	Medical Director	0	0	0	0	0	0	0	0	0	0	0	0	9
10	Nursing and Medical Records	0	0	0	0	0	0	0	0	0	0	0	0	10
10a	Therapy	0	149,309	0	0	0	0	0	0	0	0	0	149,309	10a
11	Activities	0	0	0	0	0	0	0	0	0	0	0	0	11
12	Social Services	0	0	0	0	0	0	0	0	0	0	0	0	12
13	Nurse Aide Training	0	0	1,886	0	0	0	0	0	0	0	0	1,886	13
14	Program Transportation	0	0	0	0	0	0	0	0	0	0	0	0	14
15	Other (specify):*	0	0	0	0	0	0	0	0	0	0	0	0	15
16	<b>TOTAL Health Care and Programs</b>	<b>0</b>	<b>149,309</b>	<b>1,886</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>151,195</b>	<b>16</b>
	<b>C. General Administration</b>													
17	Administrative	0	0	87,665	0	0	0	0	0	0	0	0	87,665	17
18	Directors Fees	0	0	4,653	0	0	0	0	0	0	0	0	4,653	18
19	Professional Services	(10,746)	(236,302)	8,760	0	0	0	0	0	0	0	0	(238,288)	19
20	Fees, Subscriptions & Promotions	(19,280)	0	3,608	0	0	0	0	0	0	0	0	(15,672)	20
21	Clerical & General Office Expenses	0	0	184,393	0	0	0	0	0	0	0	0	184,393	21
22	Employee Benefits & Payroll Taxes	0	0	24,112	0	0	0	0	0	0	0	0	24,112	22
23	Inservice Training & Education	0	0	757	0	0	0	0	0	0	0	0	757	23
24	Travel and Seminar	(18,033)	0	5,892	0	0	0	0	0	0	0	0	(12,141)	24
25	Other Admin. Staff Transportation	0	0	0	0	0	0	0	0	0	0	0	0	25
26	Insurance-Prop.Liab.Malpractice	0	0	1,776	0	0	0	0	0	0	0	0	1,776	26
27	Other (specify):*	(19,184)	0	0	0	0	0	0	0	0	0	0	(19,184)	27
28	<b>TOTAL General Administration</b>	<b>(67,243)</b>	<b>(236,302)</b>	<b>321,616</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,071</b>	<b>28</b>
29	<b>TOTAL Operating Expense (sum of lines 8,16 &amp; 28)</b>	<b>(68,100)</b>	<b>(86,993)</b>	<b>337,077</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>181,984</b>	<b>29</b>





Facility Name & ID Number Heritage Manor-Mendota# 0038356

Report Period Beginning:

1/01/2002

Ending:

12/31/2002

## VII. RELATED PARTIES

A. Enter below the names of ALL owners and related organizations (parties) as defined in the instructions. Attach an additional schedule if necessary.

1 OWNERS		2 RELATED NURSING HOMES		3 OTHER RELATED BUSINESS ENTITIES		
Name	Ownership %	Name	City	Name	City	Type of Business

B. Are any costs included in this report which are a result of transactions with related organizations? This includes rent, management fees, purchase of supplies, and so forth. ☐ YES ☐ NO

If yes, costs incurred as a result of transactions with related organizations must be fully itemized in accordance with the instructions for determining costs as specified for this form.

1 Schedule V	2 Line	3 Cost Per General Ledger Item	4 Amount	5 Cost to Related Organization Name of Related Organization	6 Percent of Ownership	7 Operating Cost of Related Organization	8 Difference: Adjustments for Related Organization Costs (7 minus 4)	
1	V		\$			\$	\$	1
2	V	10a Adjustment for Related Organization	57,456	GreenTree Therapy	100.00%	48,516	(8,940)	2
3	V							3
4	V	19 Adjustment for Related Organization	236,302	Heritage Enterprises, Inc.	100.00%		(236,302)	4
5	V							5
6	V	10a Adjustment for Related Organization	155,595	GreenTree Pharmacy	100.00%	313,844	158,249	6
7	V							7
8	V							8
9	V							9
10	V							10
11	V							11
12	V							12
13	V							13
14	Total		\$ 449,353			\$ 362,360	\$ * (86,993)	14

\* Total must agree with the amount recorded on line 34 of Schedule VI.

Facility Name & ID Number Heritage Manor-Mendota# 0038356Report Period Beginning: 1/01/2002Ending: 12/31/2002

## VII. RELATED PARTIES (continued)

B. Are any costs included in this report which are a result of transactions with related organizations? This includes rent, management fees, purchase of supplies, and so forth. ☐ YES ☐ NO

If yes, costs incurred as a result of transactions with related organizations must be fully itemized in accordance with the instructions for determining costs as specified for this form.

1	2	3 Cost Per General Ledger	4	5 Cost to Related Organization	6	7	8 Difference:
Schedule V	Line	Item	Amount	Name of Related Organization	Percent of Ownership	Operating Cost of Related Organization	Adjustments for Related Organization Costs (7 minus 4)
15	V	1 Dietary	\$	Heritage Enterprises, Inc.	100.00%	\$ 3,392	\$ 3,392
16	V	2 Food Purchase				0	
17	V	3 Housekeeping				0	
18	V	4 Laundry				0	
19	V	5 Heat & Other Utilities				1,055	1,055
20	V	6 Maintenance				9,128	9,128
21	V	7 Other				0	
22	V	9 Medical Director				0	
23	V	10 Nursing & Medical Records				0	
24	V	11 Activities				0	
25	V	12 Social Service				0	
26	V	13 Nurse Aide Training				1,886	1,886
27	V	14 Program Transportation				0	
28	V	15 Other				0	
29	V	17 Administrative				87,665	87,665
30	V	18 Directors Fees				4,653	4,653
31	V	19 Professional Services				8,760	8,760
32	V	20 Fees, Subscription, Promotions				3,608	3,608
33	V	21 Clerical & General Office Expenses				184,393	184,393
34	V	22 Employee Benefits & Payroll Taxes				24,112	24,112
35	V	23 Inservice Training & Education				757	757
36	V	24 Travel and Seminar				5,892	5,892
37	V	25 Other Admin. Staff Transportation				0	
38	V	26 Insurance-Prop.Liab.Malpract				1,776	1,776
39	Total		\$			\$ 337,077	\$ * 337,077

\* Total must agree with the amount recorded on line 34 of Schedule VI.

Facility Name & ID Number Heritage Manor-Mendota# 0038356Report Period Beginning: 1/01/2002Ending: 12/31/2002

## VII. RELATED PARTIES (continued)

B. Are any costs included in this report which are a result of transactions with related organizations? This includes rent, management fees, purchase of supplies, and so forth. ☐ YES ☐ NO

If yes, costs incurred as a result of transactions with related organizations must be fully itemized in accordance with the instructions for determining costs as specified for this form.

1	2	3 Cost Per General Ledger	4	5 Cost to Related Organization	6	7	8 Difference:
Schedule V	Line	Item	Amount	Name of Related Organization	Percent of Ownership	Operating Cost of Related Organization	Adjustments for Related Organization Costs (7 minus 4)
15	V	27 Other	\$	Heritage Enterprises, Inc.	100.00%	\$ 0	\$
16	V	30 Depreciation				8,663	8,663
17	V	31 Amortization of Pre-Op & Org				0	
18	V	32 Interest				217	217
19	V	33 Real Estate Taxes				0	
20	V	34 Rent-Facility & Grounds				6,653	6,653
21	V	35 Rent-Equipment & Vehicles				13,159	13,159
22	V	36 Other				0	
23	V	38 Medically Nec Transportation				0	
24	V	39 Ancillary Service Centers				0	
25	V	40 Barber and Beauty Shops				0	
26	V	41 Coffee and Gift Shops				0	
27	V	42 Other				0	
28	V						
29	V						
30	V						
31	V						
32	V						
33	V						
34	V						
35	V						
36	V						
37	V						
38	V						
39	Total		\$			\$ 28,692	\$ * 28,692

\* Total must agree with the amount recorded on line 34 of Schedule VI.

## STATE OF ILLINOIS

Page 7

Facility Name & ID Number Heritage Manor-Mendota # 0038356 Report Period Beginning: 1/01/2002 Ending: 12/31/2002

## VII. RELATED PARTIES (continued)

## C. Statement of Compensation and Other Payments to Owners, Relatives and Members of Board of Directors.

**NOTE: ALL owners ( even those with less than 5% ownership) and their relatives who receive any type of compensation from this home must be listed on this schedule.**

	1 Name	2 Title	3 Function	4 Ownership Interest	5 Compensation Received From Other Nursing Homes*	6 Average Hours Per Work Week Devoted to this Facility and % of Total Work Week		7 Compensation Included in Costs for this Reporting Period**		8 Schedule V. Line & Column Reference	
						Hours	Percent	Description	Amount		
1	Bill Froelich	Chairman of Board	Management	26.00	397,396	5	100.00	Director/Salar	\$ 16,386	line 17/18, col	1
2	Tom Jefferson	Asst Secretary/Treas	Management	10.00	390,860	5	100.00	Director/Salary	16,116	line 17/18, col	2
3	Craig Hart	Secretary/Treasurer	Management	20.00	343,058	10	100.00	Director/Salary	14,145	line 17/18, col	3
4	Joe Warner	President	Management	2.50	370,366	40	100.00	Director/Salary	15,271	line 17/18, col	4
5	Bob Dickson	Executive Vice Presid	Management	0.80	92,266	40	100.00	Salary	3,804	line 17, col 7	5
6	Cheryl Lowney	Executive Vice Presid	Management	0.30	186,564	50	100.00	Director/Salary	7,693	line 17/18, col	6
7	Steve Wannemacher	Executive Vice Presid	Management	0.30	175,068	50	100.00	Director/Salary	7,219	line 17/18, col	7
8	Connie Hoselton	Sr Vice President	Management	0.17	140,191	40	100.00	Salary	5,780	line 17, col 7	8
9	Craig Ater	Sr Vice President	Management	0.21	143,176	50	100.00	Salary	5,904	line 17, col 7	9
10											10
11											11
12											12
13								TOTAL	\$ 92,318		13

\* If the owner(s) of this facility or any other related parties listed above have received compensation from other nursing homes, attach a schedule detailing the name(s) of the home(s) as well as the amount paid. THIS AMOUNT MUST AGREE TO THE AMOUNTS CLAIMED ON THE THE OTHER NURSING HOMES' COST REPORTS.

\*\* This must include all forms of compensation paid by related entities and allocated to Schedule V of this report (i.e., management fees).  
FAILURE TO PROPERLY COMPLETE THIS SCHEDULE INDICATING ALL FORMS OF COMPENSATION RECEIVED FROM THIS HOME.  
ALL OTHER NURSING HOMES AND MANAGEMENT COMPANIES MAY RESULT IN THE DISALLOWANCE OF SUCH COMPENSATION

Facility Name & ID Number Heritage Manor-Mendota# 0038356

Report Period Beginning:

1/01/2002Ending: 2/31/2002

## VIII. ALLOCATION OF INDIRECT COSTS

A. Are there any costs included in this report which were derived from allocations of central office or parent organization costs? (See instructions.) YES ☐ NO ☒

Name of Related Organization \_\_\_\_\_

Street Address \_\_\_\_\_

City / State / Zip Code \_\_\_\_\_

Phone Number ( ) \_\_\_\_\_

Fax Number ( ) \_\_\_\_\_

B. Show the allocation of costs below. If necessary, please attach worksheets.

1 Schedule V Line Reference	2 Item	3 Unit of Allocation (i.e., Days, Direct Cost, Square Feet)	4 Total Units	5 Number of Subunits Being Allocated Among	6 Total Indirect Cost Being Allocated	7 Amount of Salary Cost Contained in Column 6	8 Facility Units	9 Allocation (col.8/col.4)x col.6	
1	1 Dietary	Beds	2,401	24	\$ 82,266	\$ 82,266	99	\$ 3,392	1
2	2 Food Purchase	Beds	2,401	24	0	0	99	0	2
3	3 Housekeeping	Beds	2,401	24	0	0	99	0	3
4	4 Laundry	Beds	2,401	24	0	0	99	0	4
5	5 Heat & Other Utilities	Beds	2,401	24	25,593	0	99	1,055	5
6	6 Maintenance	Beds	2,401	24	221,381	58,785	99	9,128	6
7	7 Other	Beds	2,401	24	0	0	99	0	7
8	9 Medical Director	Beds	2,401	24	0	0	99	0	8
9	10 Nursing & Medical Records	Beds	2,401	24	0	0	99	0	9
10	11 Activities	Beds	2,401	24	0	0	99	0	10
11	12 Social Service	Beds	2,401	24	0	0	99	0	11
12	13 Nurse Aide Training	Beds	2,401	24	45,737	39,267	99	1,886	12
13	14 Program Transportation	Beds	2,401	24	0	0	99	0	13
14	15 Other	Beds	2,401	24	0	0	99	0	14
15	17 Administrative	Beds	2,401	24	2,126,096	2,126,096	99	87,665	15
16	18 Directors Fees	Beds	2,401	24	112,849	0	99	4,653	16
17	19 Professional Services	Beds	2,401	24	212,454	0	99	8,760	17
18	20 Fees, Subscription, Promotions	Beds	2,401	24	87,500	0	99	3,608	18
19	21 Clerical & General Office Expense	Beds	2,401	24	4,472,002	4,183,145	99	184,393	19
20	22 Employee Benefits & Payroll Tax	Beds	2,401	24	584,769	0	99	24,112	20
21	23 Inservice Training & Education	Beds	2,401	24	18,362	0	99	757	21
22	24 Travel and Seminar	Beds	2,401	24	142,902	0	99	5,892	22
23	25 Other Admin. Staff Transportation	Beds	2,401	24	0	0	99	0	23
24	26 Insurance-Prop.Liab.Malpract	Beds	2,401	24	43,070	0	99	1,776	24
25	TOTALS				\$ 8,174,981	\$ 6,489,559		\$ 337,077	25

Facility Name & ID Number Heritage Manor-Mendota# 0038356

Report Period Beginning:

1/01/2002Ending: 2/31/2002

## VIII. ALLOCATION OF INDIRECT COSTS

A. Are there any costs included in this report which were derived from allocations of central office or parent organization costs? (See instructions.) YES ☐ NO ☐

Name of Related Organization \_\_\_\_\_

Street Address \_\_\_\_\_

City / State / Zip Code \_\_\_\_\_

Phone Number ( ) \_\_\_\_\_

Fax Number ( ) \_\_\_\_\_

B. Show the allocation of costs below. If necessary, please attach worksheets.

1 Schedule V Line Reference	2 Item	3 Unit of Allocation (i.e., Days, Direct Cost, Square Feet)	4 Total Units	5 Number of Subunits Being Allocated Among	6 Total Indirect Cost Being Allocated	7 Amount of Salary Cost Contained in Column 6	8 Facility Units	9 Allocation (col.8/col.4)x col.6	
1	27 Other	Beds	2,401	24	\$	\$	99	\$	1
2	30 Depreciation	Beds	2,401	24	210,090		99	8,663	2
3	31 Amortization of Pre-Op & Org	Beds	2,401	24			99		3
4	32 Interest	Beds	2,401	24	5,270		99	217	4
5	33 Real Estate Taxes	Beds	2,401	24			99		5
6	34 Rent-Facility & Grounds	Beds	2,401	24	161,349		99	6,653	6
7	35 Rent-Equipment & Vehicles	Beds	2,401	24	319,142		99	13,159	7
8	36 Other	Beds	2,401	24			99		8
9	38 Medically Nec Transportation	Beds	2,401	24			99		9
10	39 Ancillary Service Centers	Beds	2,401	24			99		10
11	40 Barber and Beauty Shops	Beds	2,401	24			99		11
12	41 Coffee and Gift Shops	Beds	2,401	24			99		12
13	42 Other	Beds	2,401	24			99		13
14									14
15									15
16									16
17									17
18									18
19									19
20									20
21									21
22									22
23									23
24									24
25	TOTALS				\$ 695,851	\$		\$ 28,692	25

IX. INTEREST EXPENSE AND REAL ESTATE TAX EXPENSE

A. Interest: (Complete details must be provided for each loan - attach a separate schedule if necessary.)

1		2		3	4	5	6		7	8	9	10	
	Name of Lender	Related**		Purpose of Loan	Monthly Payment Required	Date of Note	Amount of Note		Maturity Date	Interest Rate (4 Digits)	Reporting Period Interest Expense		
		YES	NO				Original	Balance					
	A. Directly Facility Related												
	Long-Term												
1	LsSalle National Bank		xx	Mortgage	4640 plus Int	01/15/99	\$ 2,433,749	\$ 1,786,018	01/15/06	variable	\$ 72,932	1	
2	LsSalle National Bank		xx	Mortgage							7,444	2	
3												3	
4												4	
5												5	
	Working Capital												
6	Central Office Allocation		xx	Working Capital							16,969	6	
7	Central Office Allocation		xx	Working Capital							217	7	
8												8	
9	TOTAL Facility Related						\$ 2,433,749	\$ 1,786,018			\$ 97,562	9	
	B. Non-Facility Related*												
10	Interest Income										(42)	10	
11												11	
12												12	
13												13	
14	TOTAL Non-Facility Related						\$	\$			\$ (42)	14	
15	TOTALS (line 9+line14)						\$ 2,433,749	\$ 1,786,018			\$ 97,520	15	

16) Please indicate the total amount of mortgage insurance expense and the location of this expense on Sch. V. \$ \_\_\_\_\_ Line # \_\_\_\_\_

\* Any interest expense reported in this section should be adjusted out on page 5, line 14 and, consequently, page 4, col. 7.  
(See instructions.)

\*\* If there is ANY overlap in ownership between the facility and the lender, this must be indicated in column 2.  
(See instructions.)

Facility Name & ID Number **Heritage Manor-Mendota**# **0038356** Report Period Beginning: **1/01/2002** Ending: **12/31/2002****IX. INTEREST EXPENSE AND REAL ESTATE TAX EXPENSE (continued)****B. Real Estate Taxes**

<b>Important</b> , please see the next worksheet, "RE_Tax". The real estate tax statement and bill must accompany the cost report.			
1. Real Estate Tax accrual used on 2001 report.		\$ <b>26,580</b>	1
2. Real Estate Taxes paid during the year: (Indicate the tax year to which this payment applies. If payment covers more than one year, detail below.)		\$ <b>25,116</b>	2
3. Under or (over) accrual (line 2 minus line 1).		\$ <b>(1,464)</b>	3
4. Real Estate Tax accrual used for 2002 report. (Detail and explain your calculation of this accrual on the lines below.)		\$ <b>26,371</b>	4
5. Direct costs of an appeal of tax assessments which has NOT been included in professional fees or other general operating costs on Schedule V, sections A, B or C. <b>(Describe appeal cost below. Attach copies of invoices to support the cost and a copy of the appeal filed with the county.)</b>		\$	5
6. Subtract a refund of real estate taxes. You must offset the full amount of any direct appeal costs classified as a real estate tax cost plus one-half of any remaining refund. <b>TOTAL REFUND \$ For Tax Year. (Attach a copy of the real estate tax appeal board's decision.)</b>		\$	6
7. Real Estate Tax expense reported on Schedule V, line 33. This should be a combination of lines 3 thru 6.		\$ <b>24,907</b>	7
Real Estate Tax History:			
Real Estate Tax Bill for Calendar Year:	1997	8	
	1998	9	
	1999	10	
	2000	11	
	2001	12	
			<b>FOR OHF USE ONLY</b>
			13 FROM R. E. TAX STATEMENT FOR 2001 \$ 13
			14 PLUS APPEAL COST FROM LINE 5 \$ 14
			15 LESS REFUND FROM LINE 6 \$ 15
			16 AMOUNT TO USE FOR RATE CALCULATION \$ 16

**NOTES:**

1. Please indicate a negative number by use of brackets( ). Deduct any overaccrual of taxes from prior year.
2. If facility is a non-profit which pays real estate taxes, you must attach a denial of an application for real estate tax exemption unless the building is rented from a for-profit entity.  
**This denial must be no more than four years old at the time the cost report is filed.**



**IMPORTANT NOTICE**

**TO:** Long Term Care Facilities with Real Estate Tax Rates    **RE:** 2001 REAL ESTATE TAX COST DOCUMENTATION

In order to set the real estate tax portion of the capital rate, it is necessary that we obtain additional information regarding your calendar 2001 real estate tax costs, as well as copies of your real estate tax bills for calendar 2001.

Please complete the Real Estate Tax Statement below and forward with a copy of your 2001 real estate tax bill to the Department of Public Aid, Office of Health Finance, 201 South Grand Avenue East, Springfield, Illinois 62763.

**Please send these items in with your completed 2002 cost report. The cost report will not be considered complete and timely filed until this statement and the corresponding real estate tax bills are filed.** If you have any questions, please call the Office of Health Finance at (217) 782-1630.

**2001 LONG TERM CARE REAL ESTATE TAX STATEMENT**

FACILITY NAME Heritage Manor-Mendota COUNTY LaSalle

FACILITY IDPH LICENSE NUMBER 0038356

CONTACT PERSON REGARDING THIS REPORT Craig Ater

TELEPHONE ( 309 ) 823-7135 FAX #: (      )     

**A. Summary of Real Estate Tax Cost**

Enter the tax index number and real estate tax assessed for 2001 on the lines provided below. Enter only the portion of the cost that applies to the operation of the nursing home in Column D. Real estate tax applicable to any portion of the nursing home property which is vacant, rented to other organizations, or used for purposes other than long term care must not be entered in Column D. Do not include cost for any period other than calendar year 2001.

(A)	(B)	(C)	(D) <u>Tax</u> <u>Applicable to</u> <u>Nursing Home</u>
<u>Tax Index Number</u>	<u>Property Description</u>	<u>Total Tax</u>	
1. <u>0134100020</u>	<u>Nursing Home</u>	\$ <u>25,116.00</u>	\$ <u>25,116.00</u>
2. <u>                    </u>	<u>Nursing Home</u>	\$ <u>                    </u>	\$ <u>                    </u>
3. <u>                    </u>	<u>                    </u>	\$ <u>                    </u>	\$ <u>                    </u>
4. <u>                    </u>	<u>                    </u>	\$ <u>                    </u>	\$ <u>                    </u>
5. <u>                    </u>	<u>                    </u>	\$ <u>                    </u>	\$ <u>                    </u>
6. <u>                    </u>	<u>                    </u>	\$ <u>                    </u>	\$ <u>                    </u>
7. <u>                    </u>	<u>                    </u>	\$ <u>                    </u>	\$ <u>                    </u>
8. <u>                    </u>	<u>                    </u>	\$ <u>                    </u>	\$ <u>                    </u>
9. <u>                    </u>	<u>                    </u>	\$ <u>                    </u>	\$ <u>                    </u>
10. <u>                   </u>	<u>                    </u>	\$ <u>                    </u>	\$ <u>                    </u>
<b>TOTALS</b>		\$ <u>25,116.00</u>	\$ <u>25,116.00</u>

**B. Real Estate Tax Cost Allocations**

Does any portion of the tax bill apply to more than one nursing home, vacant property, or property which is not directly used for nursing home services?        YES        NO

If YES, attach an explanation & a schedule which shows the calculation of the cost allocated to the nursing home. (Generally the real estate tax cost must be allocated to the nursing home based upon sq. ft. of space used.)

**C. Tax Bills**

Attach a copy of the 2001 tax bills which were listed in Section A to this statement. Be sure to use the 2001 tax bill which is normally paid during 2002.

## X. BUILDING AND GENERAL INFORMATION:

A. Square Feet:
 33,800

B. General Construction Type:
 Exterior
 Brick/Wood
 Frame
 Number of Stories

C. Does the Operating Entity?
 ☒ (a) Own the Facility
 ☐ (b) Rent from a Related Organization.
 ☐ (c) Rent from Completely Unrelated Organization.

(Facilities checking (a) or (b) must complete Schedule XI. Those checking (c) may complete Schedule XI or Schedule XII-A. See instructions.)

D. Does the Operating Entity?
 ☒ (a) Own the Equipment
 ☐ (b) Rent equipment from a Related Organization.
 ☐ (c) Rent equipment from Completely Unrelated Organization.

(Facilities checking (a) or (b) must complete Schedule XI-C. Those checking (c) may complete Schedule XI-C or Schedule XII-B. See instructions.)

E. List all other business entities owned by this operating entity or related to the operating entity that are located on or adjacent to this nursing home's grounds (such as, but not limited to, apartments, assisted living facilities, day training facilities, day care, independent living facilities, nurse aide training facilities, etc.) List entity name, type of business, square footage, and number of beds/units available (where applicable).

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F. Does this cost report reflect any organization or pre-operating costs which are being amortized?
 ☐ YES
 ☒ NO

If so, please complete the following:

1. Total Amount Incurred:
 2. Number of Years Over Which it is Being Amortized:

3. Current Period Amortization:
 4. Dates Incurred:

Nature of Costs: \_\_\_\_\_  
 (Attach a complete schedule detailing the total amount of organization and pre-operating costs.)

## XI. OWNERSHIP COSTS:

A. Land.

	1	2	3	4	
	Use	Square Feet	Year Acquired	Cost	
1	Land			\$ 26,150	1
2					2
3	TOTALS			\$ 26,150	3

Facility Name &amp; ID Number Heritage Manor-Mendota

# 0038356

Report Period Beginning:

1/01/2002

Ending:

12/31/2002

**XI. OWNERSHIP COSTS (continued)****B. Building Depreciation-Including Fixed Equipment. (See instructions.) Round all numbers to nearest dollar.**

	1	2	3	4	5	6	7	8	9			
	Beds*	FOR OHF USE ONLY	Year Acquired	Year Constructed	Cost	Current Book Depreciation	Life in Years	Straight Line Depreciation	Adjustments	Accumulated Depreciation		
4	99				\$ 697,500	\$		\$	\$	\$	4	
5					408,657						5	
6											6	
7											7	
8											8	
	Improvement Type**											
9	1980 Improvements			1980	8,150						9	
10	1981 Improvements			1981	20,492						10	
11	1982 Improvements			1982	9,185						11	
12	1983 Improvements			1983	5,682						12	
13	1984 Improvements			1984	11,488						13	
14	1985 Improvements			1985	7,710						14	
15	1986 Improvements			1986	2,255						15	
16	1987 Improvements			1987	9,037						16	
17	1988 Improvements			1988	21,297						17	
18	1989 Improvements			1989	4,653						18	
19	1990 Improvements			1990	36,595						19	
20	1991 Improvements			1991							20	
21	1992 Improvements			1992	10,646						21	
22	1993 Improvements			1993	62,261						22	
23	1994 Improvements			1994	10,869						23	
24	1995 Improvements			1995	18,523						24	
25	Exterior Door			1996	2,563						25	
26	Shower Tile			1996	806						26	
27	Kitchen Heat/Cool Unit			1996	14,062						27	
28	Resident Room Painting			1996	2,067						28	
29											29	
30											30	
31											31	
32											32	
33											33	
34	C/O Allocation							8,663	8,663		34	
35	Book Depreciation					71,364		95,251	23,887	1,105,831	35	
36											36	

\*Total beds on this schedule must agree with page 2.

\*\*Improvement type must be detailed in order for the cost report to be considered complete.

See Page 12A, Line 70 for total

B. Building Depreciation-Including Fixed Equipment. (See instructions.) Round all numbers to nearest dollar.

	1	2	3	4	5	6	7	8	9	
	Improvement Type**	Year Constructed	Cost	Current Book Depreciation	Life in Years	Straight Line Depreciation	Adjustments	Accumulated Depreciation		
37	Garbage Disposal	1997	\$ 2,030	\$		\$	\$	\$		37
38	Generator	1997	39,380							38
39	Parking Lot Asphalt	1997	2,210							39
40	Shower	1997	701							40
41										41
42	Kitchen Drain	1998	3,245							42
43	Walk in Cooler Repair	1998	2,215							43
44	A/C Unit	1998	1,615							44
45	Landscaping	1998	4,696							45
46										46
47	Door Alarm System	1999	11,750							47
48	Air Conditioning Condensing Unit	1999	1,027							48
49	Water Softener	1999	4,493							49
50										50
51	Air conditioner (3)	2000	2,221							51
52	Sprinklers	2000	1,864							52
53	Resident Room Doors (45)	2000	1,724							53
54	Facility Remodel -- Materials (see attached detail)	2000	410,365							54
55	Facility Remodel -- Labor (see attached detail)	2000	4,030							55
56	Facility Remodel -- Professional Fees (see attached detail)	2000	23,932							56
57	Facility Remodel -- Interior Design (see attached detail)	2000	36,998							57
58	Water Softener	2000	4,713							58
59										59
60	Parking Spaces	2001	1,452							60
61	Water Heater	2001	2,847							61
62										62
63	Water Heater	2002	3,816							63
64	Wood door	2002	677							64
65										65
66										66
67										67
68										68
69										69
70	TOTAL (lines 4 thru 69)		\$ 1,932,499	\$ 71,364		\$ 103,914	\$ 32,550	\$ 1,105,831		70

\*\*Improvement type must be detailed in order for the cost report to be considered complete.

1 Improvement Type**		3 Year Constructed	4 Cost	5 Current Book Depreciation	6 Life in Years	7 Straight Line Depreciation	8 Adjustments	9 Accumulated Depreciation	
1	Totals from Page 12A, Carried Forward		\$ 1,932,499	\$ 71,364		\$ 103,914	\$ 32,550	\$ 1,105,831	1
2									2
3									3
4									4
5									5
6									6
7									7
8									8
9									9
10									10
11									11
12									12
13									13
14									14
15									15
16									16
17									17
18									18
19									19
20									20
21									21
22									22
23									23
24									24
25									25
26									26
27									27
28									28
29									29
30									30
31									31
32									32
33									33
34	TOTAL (lines 1 thru 33)		\$ 1,932,499	\$ 71,364		\$ 103,914	\$ 32,550	\$ 1,105,831	34

\*\*Improvement type must be detailed in order for the cost report to be considered complete.

C. Equipment Depreciation-Excluding Transportation. (See instructions.)

	Category of Equipment	1 Cost	Current Book Depreciation 2	Straight Line Depreciation 3	4 Adjustments	Component Life 5	Accumulated Depreciation 6	
71	Purchased in Prior Years	\$ 603,934	\$ 46,271	\$ 46,358	\$ 87		\$ 460,275	71
72	Current Year Purchases	17,150						72
73	Fully Depreciated Assets							73
74								74
75	TOTALS	\$ 621,084	\$ 46,271	\$ 46,358	\$ 87		\$ 460,275	75

D. Vehicle Depreciation (See instructions.)\*

	1 Use	Model, Make and Year 2	Year Acquired 3	4 Cost	Current Book Depreciation 5	Straight Line Depreciation 6	7 Adjustments	Life in Years 8	Accumulated Depreciation 9	
76				\$	\$	\$	\$		\$	76
77										77
78										78
79										79
80	TOTALS			\$	\$	\$	\$		\$	80

E. Summary of Care-Related Assets

	1 Reference	2 Amount	
81	Total Historical Cost (line 3, col.4 + line 70, col.4 + line 75, col.1 + line 80, col.4) + (Pages 12B thru 12I, if applicable)	\$ 2,579,733	81
82	Current Book Depreciation (line 70, col.5 + line 75, col.2 + line 80, col.5) + (Pages 12B thru 12I, if applicable)	\$ 117,635	82
83	Straight Line Depreciation (line 70, col.7 + line 75, col.3 + line 80, col.6) + (Pages 12B thru 12I, if applicable)	\$ 150,272	83 **
84	Adjustments (line 70, col.8 + line 75, col.4 + line 80, col.7) + (Pages 12B thru 12I, if applicable)	\$ 32,637	84
85	Accumulated Depreciation (line 70, col.9 + line 75, col.6 + line 80, col.9) + (Pages 12B thru 12I, if applicable)	\$ 1,566,106	85

F. Depreciable Non-Care Assets Included in General Ledger. (See instructions.)

	1 Description & Year Acquired	2 Cost	Current Book Depreciation 3	Accumulated Depreciation 4	
86		\$	\$	\$	86
87					87
88					88
89					89
90					90
91	TOTALS	\$	\$	\$	91

G. Construction-in-Progress

	Description	Cost	
92		\$	92
93			93
94			94
95		\$	95

\* Vehicles used to transport residents to & from day training must be recorded in XI-F, not XI-D.

\*\* This must agree with Schedule V line 30, column 8.

## XII. RENTAL COSTS

### A. Building and Fixed Equipment (See instructions.)

1. Name of Party Holding Lease: \_\_\_\_\_

2. Does the facility also pay real estate taxes in addition to rental amount shown below on line 7, column 4? \_\_\_\_\_

If NO, see instructions.

☐ YES ☐ NO

		1 Year Constructed	2 Number of Beds	3 Date of Lease	4 Rental Amount	5 Total Years of Lease	6 Total Years Renewal Option*	
3	Original Building:				\$			3
4	Additions							4
5								5
6								6
7	TOTAL				\$			7

8. List separately any amortization of lease expense included on page 4, line 34.

This amount was calculated by dividing the total amount to be amortized  
by the length of the lease \_\_\_\_\_.

9. Option to Buy: ☐ YES ☐ NO Terms: \_\_\_\_\_ \*

### B. Equipment-Excluding Transportation and Fixed Equipment. (See instructions.)

15. Is Movable equipment rental included in building rental? \_\_\_\_\_

☐ YES ☐ NO

16. Rental Amount for movable equipment: \$ 16,108 Description: pager, computer equipment

(Attach a schedule detailing the breakdown of movable equipment)

### C. Vehicle Rental (See instructions.)

	1 Use	2 Model Year and Make	3 Monthly Lease Payment	4 Rental Expense for this Period	
17			\$	\$	17
18					18
19					19
20					20
21	TOTAL		\$	\$	21

10. Effective dates of current rental agreement:

Beginning \_\_\_\_\_

Ending \_\_\_\_\_

11. Rent to be paid in future years under the current rental agreement:

Fiscal Year Ending Annual Rent

12. /2003 \$ \_\_\_\_\_

13. /2004 \$ \_\_\_\_\_

14. /2005 \$ \_\_\_\_\_

\* If there is an option to buy the building, please provide complete details on attached schedule.

\*\* This amount plus any amortization of lease expense must agree with page 4, line 34.

A. TYPE OF TRAINING PROGRAM (If aides are trained in another facility program, attach a schedule listing the facility name, address and cost per aide trained in that facility.)

<b>1. HAVE YOU TRAINED AIDES DURING THIS REPORT PERIOD?</b>  <input type="checkbox"/> YES <input type="checkbox"/> NO  If "yes", please complete the remainder of this schedule. If "no", provide an explanation as to why this training was not necessary.	<b>2. CLASSROOM PORTION:</b>  IN-HOUSE PROGRAM <input type="checkbox"/>  IN OTHER FACILITY <input type="checkbox"/>  COMMUNITY COLLEGE <input type="checkbox"/>  HOURS PER AIDE _____	<b>3. CLINICAL PORTION:</b>  IN-HOUSE PROGRAM <input type="checkbox"/>  IN OTHER FACILITY <input type="checkbox"/>  HOURS PER AIDE _____
--	---	--

B. EXPENSES

ALLOCATION OF COSTS (d)

		1		2		3	4
		Facility					
		Drop-outs	Completed	Contract	Total		
1	Community College Tuition	\$	\$	\$	\$		
2	Books and Supplies		(38)		(38)		
3	Classroom Wages (a)		3,640		3,640		
4	Clinical Wages (b)						
5	In-House Trainer Wages (c)						
6	Transportation						
7	Contractual Payments						
8	Nurse Aide Competency Tests						
9	TOTALS	\$	\$ 3,602	\$	\$ 3,602		
10	SUM OF line 9, col. 1 and 2 (e)	\$	3,602				

C. CONTRACTUAL INCOME

In the box below record the amount of income your facility received training aides from other facilities.

\$

D. NUMBER OF AIDES TRAINED

COMPLETED	
1. From this facility	
2. From other facilities (f)	
DROP-OUTS	
1. From this facility	
2. From other facilities (f)	
TOTAL TRAINED	

- (a) Include wages paid during the classroom portion of training. Do not include fringe benefits.  
 (b) Include wages paid during the clinical portion of training. Do not include fringe benefits.  
 (c) For in-house training programs only. Do not include fringe benefits.  
 (d) Allocate based on if the aide is from your facility or is being contracted to be trained in your facility. Drop-out costs can only be for costs incurred by your own aides.

- (e) The total amount of Drop-out and Completed Costs for your own aides must agree with Sch. V, line 13, col. 8.  
 (f) Attach a schedule of the facility names and addresses of those facilities for which you trained aides.



XIV. SPECIAL SERVICES (Direct Cost) (See instructions.)

		1	2	3	4	5	6	7	8	
	Service	Schedule V Line & Column Reference	Staff		Outside Practitioner (other than consultant)		Supplies (Actual or Allocated)	Total Units (Column 2 + 4)	Total Cost (Col. 3 + 5 + 6)	
			Units of Service	Cost	Units	Cost				
1	Licensed Occupational Therapist	10a/3	hrs	\$		\$ 53,964	\$		\$ 53,964	1
2	Licensed Speech and Language Development Therapist	10a/3	hrs			6,395			6,395	2
3	Licensed Recreational Therapist		hrs							3
4	Licensed Physical Therapist	10a/3	hrs			81,394	1,349		82,743	4
5	Physician Care		visits							5
6	Dental Care		visits							6
7	Work Related Program		hrs							7
8	Habilitation		hrs							8
9	Pharmacy	39/3	# of prescrpts				310,759		310,759	9
	Psychological Services (Evaluation and Diagnosis/ Behavior Modification)		hrs							
10	Academic Education		hrs							10
11	Exceptional Care Program									11
12										12
13	Other (specify): x-ray	39/3				5,453			5,453	13
14	TOTAL			\$		\$ 147,206	\$ 312,108		\$ 459,314	14

NOTE: This schedule should include fees (other than consultant fees) paid to licensed practitioners. Consultant fees should be detailed on Schedule XVIII-B. Salaries of unlicensed practitioners, such as nurse aides, who help with the above activities should not be listed on this schedule.

		1 Operating	2 After Consolidation*	
	<b>A. Current Assets</b>			
1	Cash on Hand and in Banks	\$ 6,831	\$	1
2	Cash-Patient Deposits	10,026		2
3	Accounts & Short-Term Notes Receivable-Patients (less allowance )	561,078		3
4	Supply Inventory (priced at )			4
5	Short-Term Investments			5
6	Prepaid Insurance	29,735		6
7	Other Prepaid Expenses			7
8	Accounts Receivable (owners or related parties)	2,166,787		8
9	Other(specify):			9
10	<b>TOTAL Current Assets (sum of lines 1 thru 9)</b>	\$ 2,774,457	\$	10
	<b>B. Long-Term Assets</b>			
11	Long-Term Notes Receivable			11
12	Long-Term Investments			12
13	Land	26,150		13
14	Buildings, at Historical Cost	1,737,534		14
15	Leasehold Improvements, at Historical Cost			15
16	Equipment, at Historical Cost	590,433		16
17	Accumulated Depreciation (book methods)	(990,930)		17
18	Deferred Charges			18
19	Organization & Pre-Operating Costs			19
20	Accumulated Amortization - Organization & Pre-Operating Costs			20
21	Restricted Funds			21
22	Other Long-Term Assets (specify):			22
23	Other(specify): <u>Deferred Tax Asset</u>	22,951		23
24	<b>TOTAL Long-Term Assets (sum of lines 11 thru 23)</b>	\$ 1,386,138	\$	24
25	<b>TOTAL ASSETS (sum of lines 10 and 24)</b>	\$ 4,160,595	\$	25

		1 Operating	2 After Consolidation*	
	<b>C. Current Liabilities</b>			
26	Accounts Payable	\$ 102,450	\$	26
27	Officer's Accounts Payable			27
28	Accounts Payable-Patient Deposits	10,026		28
29	Short-Term Notes Payable			29
30	Accrued Salaries Payable	193,094		30
31	Accrued Taxes Payable (excluding real estate taxes)	2,802		31
32	Accrued Real Estate Taxes(Sch.IX-B)	26,371		32
33	Accrued Interest Payable	5,254		33
34	Deferred Compensation			34
35	Federal and State Income Taxes			35
	<b>Other Current Liabilities(specify):</b>			
36	<u>Security Deposits</u>	13,663		36
37				37
38	<b>TOTAL Current Liabilities (sum of lines 26 thru 37)</b>	\$ 353,660	\$	38
	<b>D. Long-Term Liabilities</b>			
39	Long-Term Notes Payable			39
40	Mortgage Payable	1,786,018		40
41	Bonds Payable			41
42	Deferred Compensation			42
	<b>Other Long-Term Liabilities(specify):</b>			
43				43
44				44
45	<b>TOTAL Long-Term Liabilities (sum of lines 39 thru 44)</b>	\$ 1,786,018	\$	45
46	<b>TOTAL LIABILITIES (sum of lines 38 and 45)</b>	\$ 2,139,678	\$	46
47	<b>TOTAL EQUITY(page 18, line 24)</b>	\$ 2,020,917	\$	47
48	<b>TOTAL LIABILITIES AND EQUITY (sum of lines 46 and 47)</b>	\$ 4,160,595	\$	48

\*(See instructions.)

**XVI. STATEMENT OF CHANGES IN EQUITY**

		<b>1 Total</b>	
<b>1</b>	<b>Balance at Beginning of Year, as Previously Reported</b>	<b>\$ 2,052,059</b>	<b>1</b>
<b>2</b>	Restatements (describe):		<b>2</b>
<b>3</b>	<u>Audit Adjustment</u>	<b>(22,001)</b>	<b>3</b>
<b>4</b>			<b>4</b>
<b>5</b>			<b>5</b>
<b>6</b>	<b>Balance at Beginning of Year, as Restated (sum of lines 1-5)</b>	<b>\$ 2,030,058</b>	<b>6</b>
	<b>A. Additions (deductions):</b>		
<b>7</b>	NET Income (Loss) (from page 19, line 43)	<b>(9,141)</b>	<b>7</b>
<b>8</b>	Aquisitions of Pooled Companies		<b>8</b>
<b>9</b>	Proceeds from Sale of Stock		<b>9</b>
<b>10</b>	Stock Options Exercised		<b>10</b>
<b>11</b>	Contributions and Grants		<b>11</b>
<b>12</b>	Expenditures for Specific Purposes		<b>12</b>
<b>13</b>	Dividends Paid or Other Distributions to Owners	<b>( )</b>	<b>13</b>
<b>14</b>	Donated Property, Plant, and Equipment		<b>14</b>
<b>15</b>	Other (describe)		<b>15</b>
<b>16</b>	Other (describe)		<b>16</b>
<b>17</b>	<b>TOTAL Additions (deductions) (sum of lines 7-16)</b>	<b>\$ (9,141)</b>	<b>17</b>
	<b>B. Transfers (Itemize):</b>		
<b>18</b>			<b>18</b>
<b>19</b>			<b>19</b>
<b>20</b>			<b>20</b>
<b>21</b>			<b>21</b>
<b>22</b>			<b>22</b>
<b>23</b>	<b>TOTAL Transfers (sum of lines 18-22)</b>	<b>\$</b>	<b>23</b>
<b>24</b>	<b>BALANCE AT END OF YEAR (sum of lines 6 + 17 + 23)</b>	<b>\$ 2,020,917</b>	<b>24 *</b>

\* This must agree with page 17, line 47.

**XVII. INCOME STATEMENT** (attach any explanatory footnotes necessary to reconcile this schedule to Schedules V and VI.) All required classifications of revenue and expense must be provided on this form, even if financial statements are attached.  
**Note: This schedule should show gross revenue and expenses. Do not net revenue against expense.**

	Revenue	Amount	
	<b>A. Inpatient Care</b>		
1	Gross Revenue -- All Levels of Care	\$ 3,806,868	1
2	Discounts and Allowances for all Levels	(628,847)	2
3	<b>SUBTOTAL Inpatient Care (line 1 minus line 2)</b>	\$ 3,178,021	3
	<b>B. Ancillary Revenue</b>		
4	Day Care		4
5	Other Care for Outpatients		5
6	Therapy	340,874	6
7	Oxygen		7
8	<b>SUBTOTAL Ancillary Revenue (lines 4 thru 7)</b>	\$ 340,874	8
	<b>C. Other Operating Revenue</b>		
9	Payments for Education		9
10	Other Government Grants		10
11	Nurses Aide Training Reimbursements		11
12	Gift and Coffee Shop	1,097	12
13	Barber and Beauty Care	11,112	13
14	Non-Patient Meals		14
15	Telephone, Television and Radio		15
16	Rental of Facility Space	406	16
17	Sale of Drugs	261,447	17
18	Sale of Supplies to Non-Patients		18
19	Laboratory		19
20	Radiology and X-Ray		20
21	Other Medical Services	30,172	21
22	Laundry		22
23	<b>SUBTOTAL Other Operating Revenue (lines 9 thru 22)</b>	\$ 304,234	23
	<b>D. Non-Operating Revenue</b>		
24	Contributions		24
25	Interest and Other Investment Income***	42	25
26	<b>SUBTOTAL Non-Operating Revenue (lines 24 and 25)</b>	\$ 42	26
	<b>E. Other Revenue (specify):****</b>		
27	<b>Settlement Income (Insurance, Legal, Etc.)</b>		27
28			28
28a			28a
29	<b>SUBTOTAL Other Revenue (lines 27, 28 and 28a)</b>	\$	29
30	<b>TOTAL REVENUE (sum of lines 3, 8, 23, 26 and 29)</b>	\$ 3,823,171	30

	Expenses	Amount	
	<b>A. Operating Expenses</b>		
31	General Services	646,363	31
32	Health Care	1,952,233	32
33	General Administration	983,885	33
	<b>B. Capital Expense</b>		
34	Ownership	242,836	34
	<b>C. Ancillary Expense</b>		
35	Special Cost Centers	6,995	35
36	Provider Participation Fee		36
	<b>D. Other Expenses (specify):</b>		
37	Loss from Non-Nursing property		37
38			38
39			39
40	<b>TOTAL EXPENSES (sum of lines 31 thru 39)*</b>	\$ 3,832,312	40
41	<b>Income before Income Taxes (line 30 minus line 40)**</b>	(9,141)	41
42	<b>Income Taxes</b>		42
43	<b>NET INCOME OR LOSS FOR THE YEAR (line 41 minus line 42)</b>	\$ (9,141)	43

\* This must agree with page 4, line 45, column 4.

\*\* Does this agree with taxable income (loss) per Federal Income Tax Return? \_\_\_\_\_ If not, please attach a reconciliation.

\*\*\* See the instructions. If this total amount has not been offset against interest expense on Schedule V, line 32, please include a detailed explanation.

\*\*\*\*Provide a detailed breakdown of "Other Revenue" on an attached sheet.

Facility Name & ID Number Heritage Manor-Mendota# 0038356Report Period Beginning: 1/01/2002Ending: 12/31/2002

## XVIII. A. STAFFING AND SALARY COSTS (Please report each line separately.)

(This schedule must cover the entire reporting period.)

		1	2**	3	4	
		# of Hrs. Actually Worked	# of Hrs. Paid and Accrued	Reporting Period Total Salaries, Wages	Average Hourly Wage	
1	Director of Nursing	1,844	2,092	\$ 44,397	\$ 21.22	1
2	Assistant Director of Nursing	1,830	1,974	43,490	22.03	2
3	Registered Nurses	12,493	13,179	268,904	20.40	3
4	Licensed Practical Nurses	14,251	14,969	276,090	18.44	4
5	Nurse Aides & Orderlies	46,166	49,021	496,825	10.13	5
6	Nurse Aide Trainees	535	535	3,640	6.80	6
7	Licensed Therapist					7
8	Rehab/Therapy Aides	2,201	2,429	32,651	13.44	8
9	Activity Director					9
10	Activity Assistants	7,591	8,442	80,483	9.53	10
11	Social Service Workers	3,749	4,271	54,972	12.87	11
12	Dietician					12
13	Food Service Supervisor					13
14	Head Cook					14
15	Cook Helpers/Assistants	18,952	20,497	168,030	8.20	15
16	Dishwashers					16
17	Maintenance Workers	5,849	6,532	59,377	9.09	17
18	Housekeepers	8,280	9,260	73,353	7.92	18
19	Laundry	8,572	8,952	46,832	5.23	19
20	Administrator	2,080	2,080	64,890	31.20	20
21	Assistant Administrator					21
22	Other Administrative					22
23	Office Manager					23
24	Clerical	10,047	11,197	130,816	11.68	24
25	Vocational Instruction					25
26	Academic Instruction					26
27	Medical Director					27
28	Qualified MR Prof. (QMRP)					28
29	Resident Services Coordinator					29
30	Habilitation Aides (DD Homes)					30
31	Medical Records					31
32	Other Health Care(specify)					32
33	Other(specify)					33
34	TOTAL (lines 1 - 33)	144,440	155,430	\$ 1,844,750 *	\$ 11.87	34

\* This total must agree with page 4, column 1, line 45.

\*\* See instructions.

## B. CONSULTANT SERVICES

		1	2	3	
		Number of Hrs. Paid & Accrued	Total Consultant Cost for Reporting Period	Schedule V Line & Column Reference	
35	Dietary Consultant		\$ 0		35
36	Medical Director		9,100		36
37	Medical Records Consultant		681		37
38	Nurse Consultant				38
39	Pharmacist Consultant		2,700		39
40	Physical Therapy Consultant				40
41	Occupational Therapy Consultant				41
42	Respiratory Therapy Consultant				42
43	Speech Therapy Consultant				43
44	Activity Consultant				44
45	Social Service Consultant		5,619		45
46	Other(specify)				46
47					47
48					48
49	TOTAL (lines 35 - 48)		\$ 18,100		49

## C. CONTRACT NURSES

		1	2	3	
		Number of Hrs. Paid & Accrued	Total Contract Wages	Schedule V Line & Column Reference	
50	Registered Nurses		\$ 45,180		50
51	Licensed Practical Nurses		42,648		51
52	Nurse Aides		145,058		52
53	TOTAL (lines 50 - 52)		\$ 232,886		53

## XIX. SUPPORT SCHEDULES

A. Administrative Salaries				Ownership		D. Employee Benefits and Payroll Taxes			F. Dues, Fees, Subscriptions and Promotions	
Name	Function	%	Amount	Description	Amount	Description	Amount	Description	Amount	
Norm Gross	Administrator	0	\$ 64,890	Workers' Compensation Insurance	\$ 71,022	IDPH License Fee	\$ 200	Advertising: Employee Recruitment	7,999	
				Unemployment Compensation Insurance	16,443	Health Care Worker Background Check (Indicate # of checks performed 14 )	413	Central Office Allocation	3,608	
				FICA Taxes	141,123	Promotional Advertising	8,666	Public Relations	9,174	
				Employee Health Insurance	99,166	Employee Benefits - central office	24,112	Dues and Subscriptions	8,691	
				Employee Meals				License and Fees	3,017	
				Illinois Municipal Retirement Fund (IMRF)*						
				Employee Hepatitis Vaccine	1,127					
				Employee Benefits -	24,188					

\* Attach copy of IMRF notifications

**\*\*See instructions.**

**XIX-H. SUPPORT SCHEDULE - DEFERRED MAINTENANCE COSTS** (which have been included in Sch. V, line 6, col. 3).  
(See instructions.)

[illegible]

Facility Name & ID Number Heritage Manor-Mendota

STATE OF ILLINOIS

# 0038356

Report Period Beginning:

1/01/2002

Ending:

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12/31/2002

**XX. GENERAL INFORMATION:**

- (1) Are nursing employees (RN,LPN,NA) represented by a union? no
- (2) Are there any dues to nursing home associations included on the cost report? yes  
If YES, give association name and amount. Illinois Healthcare Association
- (3) Did the nursing home make political contributions or payments to a political action organization? no If YES, have these costs been properly adjusted out of the cost report? yes
- (4) Does the bed capacity of the building differ from the number of beds licensed at the end of the fiscal year? no If YES, what is the capacity? \_\_\_\_\_
- (5) Have you properly capitalized all major repairs and equipment purchases? yes  
What was the average life used for new equipment added during this period? 7 years
- (6) Indicate the total amount of both disposable and non-disposable diaper expense and the location of this expense on Sch. V. \$ 5,000 Line 10
- (7) Have all costs reported on this form been determined using accounting procedures consistent with prior reports? yes If NO, attach a complete explanation.
- (8) Are you presently operating under a sale and leaseback arrangement? no  
If YES, give effective date of lease. \_\_\_\_\_
- (9) Are you presently operating under a sublease agreement? \_\_\_\_\_ YES xx NO
- (10) Was this home previously operated by a related party (as is defined in the instructions for Schedule VII)? YES \_\_\_\_\_ NO no If YES, please indicate name of the facility, IDPH license number of this related party and the date the present owners took over.  
\_\_\_\_\_
- (11) Indicate the amount of the Provider Participation Fees paid and accrued to the Department of Public Aid during this cost report period. \$ 54,203  
This amount is to be recorded on line 42 of Schedule V.
- (12) Are there any salary costs which have been allocated to more than one line on Schedule V for an individual employee? no If YES, attach an explanation of the allocation.

- (13) Have costs for all supplies and services which are of the type that can be billed to the Department of Public Aid, in addition to the daily rate, been properly classified in the Ancillary Section of Schedule V? yes
- (14) Is a portion of the building used for any function other than long term care services for the patient census listed on page 2, Section B? no For example, is a portion of the building used for rental, a pharmacy, day care, etc.) If YES, attach a schedule which explains how all related costs were allocated to these functions.
- (15) Indicate the cost of employee meals that has been reclassified to employee benefits on Schedule V. \$ 0 Has any meal income been offset against related costs? yes Indicate the amount. \$ 11,909
- (16) Travel and Transportation  
a. Are there costs included for out-of-state travel? no  
If YES, attach a complete explanation.  
b. Do you have a separate contract with the Department to provide medical transportation for residents? no If YES, please indicate the amount of income earned from such a program during this reporting period. \$ \_\_\_\_\_  
c. What percent of all travel expense relates to transportation of nurses and patients? 100  
d. Have vehicle usage logs been maintained? yes  
e. Are all vehicles stored at the nursing home during the night and all other times when not in use? yes  
f. Has the cost for commuting or other personal use of autos been adjusted out of the cost report? yes  
**g. Does the facility transport residents to and from day training? no**  
**Indicate the amount of income earned from providing such transportation during this reporting period.** \$ \_\_\_\_\_
- (17) Has an audit been performed by an independent certified public accounting firm? yes  
Firm Name: Sulaski & Webb The instructions for the cost report require that a copy of this audit be included with the cost report. Has this copy been attached? No If no, please explain. Not available at this date
- (18) Have all costs which do not relate to the provision of long term care been adjusted out of Schedule V? yes
- (19) If total legal fees are in excess of \$2500, have legal invoices and a summary of services performed been attached to this cost report? yes  
Attach invoices and a summary of services for all architect and appraisal fees.



General		Company		Product		Sales		Marketing		Finance		Operations		Human Resources		Information Technology		Legal		Compliance		Risk Management		Sustainability		Innovation		Customer Service		Supply Chain		Logistics		Manufacturing		Quality Control		Research & Development		Project Management		Business Development		Partnerships		Government Relations		Public Relations		Media Relations		Social Media		Community Relations		Employee Relations		Labor Relations		Safety		Security		Insurance		Tax		Accounting		Finance		Investment		Capital Markets		Banking		Credit		Risk		Compliance		Legal		Regulatory		Environmental		Social		Governance		Ethics		Values		Culture		Diversity		Inclusion		Employee Engagement		Performance		Productivity		Innovation		Research & Development		Project Management		Business Development		Partnerships		Government Relations		Public Relations		Media Relations		Social Media		Community Relations		Employee Relations		Labor Relations		Safety		Security		Insurance		Tax		Accounting		Finance		Investment		Capital Markets		Banking		Credit		Risk		Compliance		Legal		Regulatory		Environmental		Social		Governance		Ethics		Values		Culture		Diversity		Inclusion		Employee Engagement		Performance		Productivity		Innovation		Research & Development		Project Management		Business Development		Partnerships		Government Relations		Public Relations		Media Relations		Social Media		Community Relations		Employee Relations		Labor Relations		Safety		Security		Insurance		Tax		Accounting		Finance		Investment		Capital Markets		Banking		Credit		Risk		Compliance		Legal		Regulatory		Environmental		Social		Governance		Ethics		Values		Culture		Diversity		Inclusion		Employee Engagement		Performance		Productivity		Innovation		Research & Development		Project Management		Business Development		Partnerships		Government Relations		Public Relations		Media Relations		Social Media		Community Relations		Employee Relations		Labor 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